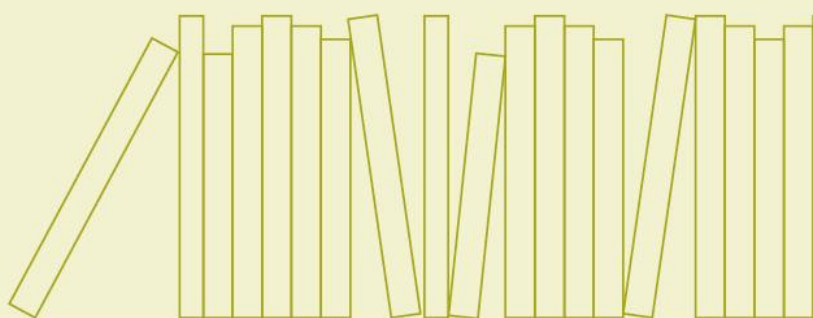


Economic Commission for Latin America and the Caribbean

ECLAC SUBREGIONAL HEADQUARTERS FOR THE CARIBBEAN



Report of the expert group meeting on the status of institutional mechanisms for sustainable development planning in the Caribbean



UNITED NATIONS





Economic Commission for Latin America and the Caribbean
Subregional Headquarters for the Caribbean

Expert group meeting on the status
of institutional mechanisms
for sustainable development planning in the Caribbean

LIMITED
LC/CAR/2021/10
20 December 2021
ORIGINAL: ENGLISH

Virtual meeting, 17 November 2021

REPORT OF THE EXPERT GROUP MEETING ON THE STATUS OF INSTITUTIONAL MECHANISMS FOR SUSTAINABLE DEVELOPMENT PLANNING IN THE CARIBBEAN

This report was reproduced without formal editing.

CONTENTS

A. MAIN CONCLUSIONS AND RECOMMENDATIONS	2
B. ATTENDANCE AND ORGANIZATION OF WORK.....	3
1. Place and date of the meeting	3
2. Attendance.....	3
3. Agenda	3
4. Documentation	3
5. Organization of work.....	3
C. SUMMARY OF PROCEEDINGS.....	3
1. Opening of the meeting	3
2. Presentation of the study: a review of the status of institutional mechanisms for sustainable development planning in the Caribbean	4
3. Case studies: mechanisms for integrated decision-making in the Caribbean.....	7
4. Presentation: resilient institutions.....	7
5. Discussion	8
6. Conclusions	9
Annex I List of participants.....	10
Annex II Programme	12
Annex III Presentations.....	13

A. MAIN CONCLUSIONS AND RECOMMENDATIONS

1. The Economic Commission for Latin American and the Caribbean (ECLAC) study on the status of institutional mechanisms for sustainable development planning in the Caribbean concluded that all eight Caribbean countries of focus in the research have established or are in the process of establishing sustainable development frameworks, adopting the principles of multisector and interministerial collaboration. Key elements of strategic integration at national level adopted by Caribbean countries include: integrated development plans and strategies, coordination mechanisms (horizontal and vertical), participatory processes, Geographic Information Systems (GIS), access to information, and monitoring and evaluation.

2. Whereas each country has made progress on specific areas and faces specific challenges in continuing to build institutional capacity in the Caribbean by enhancing resilient institutions for sustainable development, the following areas should be prioritized in sustainable development planning:

- Integrated systems to enhance diagnosis, foresight and risk-informed planning and improve action-oriented results-based management
- Larger degree of vertical decentralization and horizontal integration
- Partnerships for the goals
- Research, innovation and capacity development for sustainable development planning agencies and GIS units by ensuring the right political, technical, coordination, and budgetary capabilities
- Peer exchange, learning and subregional cooperation

3. Furthermore, regional experience suggests that resilient institutions for transformative recovery must include the following elements: collaborative leadership, foresight, planning, openness, participation, negotiation and collaboration. Since foresight and innovation go hand in hand, collaboration between the State and other actors is very important. The importance of gender-responsiveness in policy planning cannot be ignored. Climate adaptation requires medium- to long-term planning to improve resilience and the ability to respond to future crises.

4. The meeting acknowledged the need for trade-offs between institutional autonomy and direct government intervention. Institutional independence must be balanced with the need for political ownership and coordination of the development plans' implementation process. While institutional mechanisms benefit from strong political leadership, there have been instances where plans have been abandoned when governments change. The case of Jamaica is a good subregional example of development plans surviving changes in government.

5. Good leadership and good quality institutions must work with an effective national strategy with clearly articulated objectives and action plan, as well as adequate financial resources. For a national strategy to be successful, the programme of work must be incorporated in the national budget process.

6. The meeting noted that the development planning process is at a risk without broad stakeholder investment. Multi-stakeholder governance may improve proactive government transparency. Voluntary partnerships between governments, civil society, and the private sector are an increasingly prevalent strategy for promoting government responsiveness and accountability to citizens.

B. ATTENDANCE AND ORGANIZATION OF WORK

1. Place and date of the meeting

7. The subregional headquarters for the Caribbean convened an expert group meeting (EGM) on the status of institutional mechanisms for sustainable development planning in the Caribbean. The EGM was held virtually on 17 November 2021.

2. Attendance¹

8. The EGM was attended by representatives of government ministries, departments, and coordination mechanisms responsible for planning and sustainable development from seven Caribbean countries participating in the study: Antigua and Barbuda, British Virgin Islands, Dominica, Grenada, Jamaica, Saint Vincent and the Grenadines, and Trinidad and Tobago. Other contributing institutions such as the Latin American and Caribbean Institute for Economic and Social Planning (ILPES) along with the United Nations Environmental Programme (UNEP) were also present.

3. Agenda

1. Opening of the meeting
2. Review of the status of institutional mechanisms for sustainable development planning in the Caribbean
3. Case studies: mechanisms for integrated decision-making in the Caribbean
4. Resilient Institutions
5. Discussion
6. Conclusions

4. Documentation

9. The draft study entitled: “A review of the status of institutional mechanisms for sustainable development planning in the Caribbean”, prepared by ECLAC subregional headquarters for the Caribbean, served as the background document for the meeting.

5. Organization of work

10. The EGM was held in connection to the activities of the 11th Tranche of the Development Account Project on strengthening institutional frameworks in the Caribbean for an integrative approach to implement the 2030 Agenda and the SIDS Sustainable Development Agenda. The central theme of the meeting was the presentation of the study and case studies, as well as the discussion on integrated decision-making processes in Caribbean countries and the role national institutions are playing in support to systemic integration for the implementation of the Sustainable Development Goals (SDGs).

C. SUMMARY OF PROCEEDINGS

1. Opening of the meeting

11. The Deputy Director of the ECLAC subregional headquarters for the Caribbean welcomed all participants to the virtual expert group meeting. He noted that the COVID-19 pandemic highlighted

¹ See annex I for a full list of participants.

longstanding multidimensional vulnerabilities linked to poverty and inequality. He also emphasized the need for integrated systemic approaches in addressing sustainable development.

12. He mentioned that climate change, coupled with environmental degradation, public health, social inequalities, migration, and violence, are increasingly correlated, with cascading effects through entire systems. There is need to understand the multidimensional nature of risk, increasing accountability for the use of data in decision-making and collectively identifying interdependent solutions that may not only mitigate risk and enable the prevention of new risks, but that may also support the implementation of decisive action towards the SDGs and other commonly agreed goals.

13. The Deputy Director indicated that the study: “A review of the status of institutional mechanisms for sustainable development planning in the Caribbean”, provides an overview of integrated decision-making processes in Caribbean countries and the role national institutions are playing in support to systemic integration for the implementation of the SDGs. The research puts focus on eight Caribbean small island developing States (SIDS): Antigua and Barbuda, the British Virgin Islands, Dominica, Grenada, Jamaica, Saint Lucia, Saint Vincent and the Grenadines, and Trinidad and Tobago.

14. The Deputy Director stated that the research team gathered information from planning and sustainable development professionals in these eight Caribbean countries. Information was collected about the institutional infrastructures and coordination mechanisms implemented by the governments and the needs identified in the process of implementation. An introductory webinar on integrated approaches towards resilience building was organized in May 2021, to which all countries and relevant stakeholders were invited; following which a series of country sessions were organised with ministries of planning, SDG focal points and other stakeholders identified by the countries, and interviews with experts working in the area of policy coherence and SDG implementation.

15. He thanked all representatives and experts who gave up their time to participate in the information gathering, including from ILPES and from UNEP, who also provided expert advice and support in carrying out the research. The information was used to identify good practices, lessons learned and to shape recommendations which draw on those lessons.

16. He further added that the COVID-19 crisis has shone a spotlight on the resilience of our societies and institutions, which deal with increasingly complex and globalised development challenges in recent decades. The Caribbean subregion now has an opportunity to reset development trajectories for a resilient and green recovery—one with people, nature and climate at its core. There is a strong policy landscape to build on in the recovery process. He concluded by stating that Caribbean SIDS now have a real opportunity to (re)build forward stronger, using the experience gained in the pandemic response to reimagine their sustainable development frameworks. In our road towards 2030 it is important to strengthen resilience at all levels, seeking practical and peer learning and exchange to improve governance capacity to implement the SDGs and other global and regional commitments.

2. Presentation of the study: a review of the status of institutional mechanisms for sustainable development planning in the Caribbean

17. The Social Affairs Officer, Statistics and Social Development Unit (SSDU), ECLAC subregional headquarters for the Caribbean, presented the study, “A review of the status of institutional mechanisms for sustainable development planning in the Caribbean”.

18. She mentioned that achieving the 2030 Agenda requires a significant shift in planning approaches to include multidimensional approaches and interdisciplinary action. In the Caribbean context, resilience building efforts go hand in hand with climate action and disaster response priorities, but also with

investments in education and poverty reduction, addressing longstanding social inequalities. These responses, in the post-COVID context, are connected to regenerative models, providing solutions to multidimensional vulnerabilities, and to the ability to promote interdisciplinary action.

19. Collaborative action poses challenges to institutions which were not designed to cut across boundaries. The Social Affairs Officer noted that the aim is not to entirely solve these internal contradictions, but to manage them in order to implement the agendas. Policy coherence for sustainable development is an approach aiming to integrate economic, social, environmental and governance dimensions into all phases of policy through the involvement of all stakeholders. This effort has been addressed through various frameworks and concepts, such as systems-thinking, promoting horizontal and vertical integration.

20. Based on the study's provisional findings, the Officer stated that all analysed countries have established or are in the process of establishing sustainable development frameworks, adopting the principles of multisector and interministerial collaboration. Key elements of strategic integration at national level adopted by Caribbean countries include: integrated development plans and strategies, coordination mechanisms (horizontal and vertical), participatory processes, GIS and access to information, and M&E.

21. The Officer noted that the study analyses how these different key elements of integration are being adopted at subregional level. The study is not intended to be a comparison or assessment of countries' progress but rather an analysis of the key trends in the adoption of the 2030 Agenda in the Caribbean: how the Caribbean countries are localizing the agenda, what are the mechanisms and instruments being used, and also extracting early lessons from this process, aiming to establish areas of opportunity.

22. The diversity of Caribbean countries is reflected in the various strategies and coordination mechanisms which have been adopted. There is no one size fits all approach to development as countries must consider local realities. She indicated that all the countries analysed have national development strategies, six of which are aligned with and two are in the process of alignment with the 2030 Agenda. All countries have developed medium-term strategies, very closely linked to the budget, securing domestic resource mobilization. She indicated that the medium-term strategies act as an element of integration between strategy and implementation, and also as articulation between plans that were adopted prior to Agenda 2030 and a new generation of plans that are now in the process of being formulated in full adherence with the SDGs.

23. In most of the countries there are formal integrated decision-making mechanisms for SDGs' implementation that cut across sectors, which are linked to the national development plans, for example through the planning units, thematic working groups, and cross-sectoral themes established at national level. It is possible to identify different typologies of coordination mechanisms: a) countries that have established explicit interministerial coordination bodies, which are sometimes accompanied by a competent technical secretariat; b) countries that have created an interim mechanism or made use of the existing structures to oversee the implementation process; and c) one country that has yet to establish a formal coordination mechanism.

24. In the case of the first category with a Head of State or government office leading SDG implementation, the authority that comes with the political leadership is likely to facilitate cross-sectoral integration. This is the most common in the Caribbean and theoretically it will increase the likelihood of a whole-of-government approach in implementation. However, the cases of Jamaica and Grenada highlight new possibilities and a certain degree of independence, benefiting from a lighter governance structure when not attached directly to the Head of Government.

25. She mentioned that the voluntary national reviews (VNR) have provided countries with a good opportunity to build multi-stakeholder participation and engagement. The Officer noted that until 2021, five of the eight focus countries have presented their VNR at the High-Level Political Forum (HLPF), promoting wide civil society engagement. More collaboration with the private sector and academia could be introduced in the process.

26. Integrated analysis and access to information are important basis for sustainable development planning. Understanding the underlying risk factors will allow for evidence-based decision-making and will in turn impact sound development planning and risk reduction. GIS offers the potential to develop highly integrative and localized analysis which can be effective in assisting decision makers to better understand comprehensive risk and, consequently, to design more effective, integrated and spatially-targeted policies to increase resilience. The analysis shows that some countries have developed elaborate GIS, while other are using GIS as a basic mapping exercise, not fully linked to integrated planning or used as a decision-making tool, in its potential to support foresight. Strengthening subregional collaborative initiatives such as CARIGEO and developing national and local capacities to utilise these resources is therefore an important area of work, enabling Caribbean countries and territories to embrace technology and advance in the greater use and sharing of geospatial data.

27. Monitoring and evaluation systems provide opportunities for countries to assess implementation progress and promote policy review. These, however, are affected by lack of harmonization of definitions, standards and classification, lack of coordination among producers of statistics with few environmental indicators and issues for funding. Caribbean countries unanimously recognise the need to invest in the reinforcement of M&E systems that can assess the performance of national development plans and national progress towards the SDGs. Developing skills in data collection and generation of multidimensional analysis is seen as a gap and priority area of work. Only five out of the eight governments had data and systems in place to track the implementation of national plans and strategies.

28. The Social Affairs Officer concluded by indicating key areas of opportunity for sustainable development planning which include the need to move toward integrated systems to improve planning and action-oriented results-based management; increased vertical decentralisation and horizontal integration; increased multi-sectoral and multi-stakeholder collaboration; enhanced research, innovation and capacity development for sustainable development planning agencies and GIS units by ensuring the right political, technical, coordination, and budgetary capabilities; and more opportunities for peer exchange, learning and subregional cooperation.

29. The consultant for ECLAC subregional headquarters for the Caribbean added that various endeavours for analysis were undertaken in the conduct of this study. These included desk reviews of available documents, collaborative sessions with country implementation units and discussion with consultants and sectoral experts. He also provided an overview of the matrix of national institutional mechanisms conducted as part of the research. The analysis focused on arrangements for institutional setup, strategic frameworks and SDG linkages. Most of the information for institutional setups was obtained through the VNR as well as from national plans, where the responsible agencies and entry points of SDGs were explicitly set out. The analysis of strategic frameworks was done via review of national development plans and strategies, and medium-term development plans. SDG linkages were reviewed in relation to the alignment of specific SDGs with national development goals as well as the linkages between the SDGs. He concluded that all countries have integrated the SDGs into their national development planning and highlighted the important role medium-term planning is playing in the Caribbean.

3. Case studies: mechanisms for integrated decision-making in the Caribbean

30. The Programme Director, Vision 2030 Secretariat, Planning Institute of Jamaica (PIOJ), focused her presentation on Jamaica's national development plan, Vision 2030 Jamaica. It is utilized as an overarching framework for driving SDG integration and implementation. A 3-step process was used to mainstream the SDGs into the national sustainable development plan. These steps revolve around issues of analysis and adaptation toward coherence, integration and mainstreaming towards change, and institutionalization and adaptation towards implementation. Analysis and adaptation refer to the process of analysing the SDGs, conducting participatory processes to match them with the policies, goals and outcomes of the national development plan and aligning the necessary institutional arrangements for integrated implementation. A high level of alignment was found between the 17 SDGs and the 15 national outcomes and four goals. Integration and mainstreaming revolve around the revision of existing frameworks for governance, coordination and theories of change, building capacity to ensure results-oriented efforts and outcomes. To ensure implementation of both the SDGs and the national plan is evidence-driven and shock-responsive, it is necessary to promote agility and institutionalization of process to achieve long-term objectives and expected structural changes.

31. She continued by explaining that Vision 2030 is the mechanism for SDG implementation, where institutional mechanisms were altered to facilitate and ensure monitoring of both SDGs and national plans. The PIOJ functions as the focal point for Vision 2030 and indicators are produced by the statistical institute STATIN, while global interface is conducted by the Ministry of Foreign Affairs and Trade. There is an interministerial working group which functions as a multisectoral group, and thematic working groups for monitoring and evaluation. A national oversight committee was subsequently established as well as an SDG secretariat, although not independent of the PIOJ, to give greater concentrated focus to the SDGs. Efforts are being undertaken to strengthen evidence- and results-based management to ensure the response is agile and adaptive.

32. The case of Grenada's Sustainable Development Institute was also introduced. Integrated systems with stakeholder partnership, promoting vertical decentralization and horizontal integration are important in the institutional framework and structure. The need for political and institutional capabilities was outlined, as well as continuous learning and collaboration to ensure staff remains highly skilled. The need for financial resources and budgetary allocation is high but may be understandably constrained in the short run due to emergency responses to the pandemic. External financing will also help to bolster organizational independence. While there are competent persons throughout Grenada who can and may be transferred from other agencies, national talent residing abroad may need to be involved in the institution. Data remains a critical issue not just in Grenada but across the region. Efforts are being made to improve national statistical systems. The consultant concluded by mentioning that no useful planning can be done if it is not informed by sound data.

4. Presentation: resilient institutions

33. The Director, Latin American and Caribbean Institute for Economic and Social Planning (ILPES), noted that the pandemic has highlighted the quality of institutions. A health crisis, with economic, social and environmental dimensions, underlined the region's limitations in addressing these integrated issues. Low investment, low productivity, high poverty and high inequality have all worsened. Institutions and planning systems which were under strain must be bolstered to improve decision-making and to respond to complex issues and emergencies. She made reference to key elements of resilient institutions for transformative recovery: collaborative leadership, foresight, planning, openness, participation, negotiation and collaboration. Since foresight and innovation go hand in hand, collaboration between the state and other actors is very important. Lastly, she also referred to the importance of gender-sensitivity in policy planning

and climate adaptation. Particularly, climate adaptation requires medium- to long-term planning to improve resilience and respond to future crises.

5. Discussion

34. The Representative from the Ministry of Economic Planning, Sustainable Development and Information Technology in Saint Vincent and the Grenadines, enquired into the availability of quality data to support effective planning and the nature of partnerships with institutions which are oriented towards research, such as the Caribbean Development Bank (CDB) and the University of the West Indies (UWI). Is there merit to cooperation and identifying areas of future collaboration to enhance the region's data set?

35. The Social Affairs Officer, Statistics and Social Development Unit (SSDU), ECLAC subregional headquarters for the Caribbean, noted that the report on institutional mechanisms for sustainable development planning in the Caribbean highlighted the case of Saint Vincent and the Grenadines and the collaboration with UWI for support in the response to volcanic eruption, as well as from the Caribbean Disaster Emergency Management Agency (CDEMA). These are good practices in terms of subregional cooperation in emergency response.

36. The Coordinator, Statistics and Social Development Unit (SSDU), ECLAC subregional headquarters for the Caribbean, differentiated between general data and official statistics of which the latter are unique and must be produced by a designated authority in order to be regarded as official statistics for the purposes of national development planning. He highlighted the recurring issue in the Caribbean in ensuring that the national statistical offices are adequately equipped to capture the results. There is a great opportunity for collaboration among institutions, for example through investment programmes such as Inter-American Development Bank Regional Public Goods (RPG) Initiative. The role of academic institutions would ideally be in contributing to the analysis of the data.

37. The Representative of the Ministry of Finance of the British Virgin Islands raised the point of independence with government ownership in Grenada. He enquired where there have been any considerations for statutory or a quasi-government agency.

38. The consultant working on the Sustainable Development Institute of Grenada noted that there is a trade-off between institutional autonomy and government intervention. Most notably, governments also provide the funding needed to undertake plans and strategies. He stated that some countries with statutory boards require appointments to be made by ministers. Recommendations are needed for a board or body that would mitigate the risks and ensure institutional independence. For Grenada, setting up legislation and measures will take some time since it is a management and leadership issue.

39. The Representative of the Ministry of Economic Planning, Sustainable Development and Information Technology in Saint Vincent and the Grenadines, mentioned that Jamaica seems to have found a good balance between SDGs, national processes and policies while maintaining a certain level of autonomy. She was interested in the major challenges encountered in getting to this place and the solutions which were adopted.

40. The Programme Director, Vision 2030 Secretariat, Planning Institute of Jamaica, highlighted the importance of a regular dialogue with all stakeholders to ensure the SDGs were adequately addressed. There were discussions within the PIOJ, including in 2014 when work started on the SDGs. The leadership at the time brought together the entire Institute with Vision 2030, the Statistical Institute of Jamaica and the Ministry of Foreign Affairs. Vision 2030 Secretariat is meeting the implementation by ensuring the medium-term framework is being met. She noted that a continuous dialogue on issues of integration is key to maintain stakeholders' engagement.

41. The Deputy Director of ECLAC subregional headquarters for the Caribbean wanted to know whether the PIOJ, STATIN and the Bank of Jamaica have been able to impact society as planned, and if they are able to assess their contribution at the policy level.

42. The consultant working on the Sustainable Development Institute of Grenada noted that good leadership and good quality institutions must work with an effective national strategy and with clearly articulated objectives and an effective action strategy. Also, financial resources needed to implement strategies fall under the purview of the Ministry of Finance who should always be a part of stakeholder engagement. Notably, while Vision 2030 was under development, the Ministry of Finance was least involved in the planning process. He highlighted that a national strategy can only be possible if it is linked to the budget process.

6. Conclusions

43. The Coordinator, Statistics and Social Development Unit (SSDU), ECLAC subregional headquarters for the Caribbean, expressed appreciation to all presenters and speakers for their contributions and perspectives. He noted that this study on institutional mechanisms is part of the 11th Tranche of the Development Account “Strengthening institutional frameworks in the Caribbean for an integrative approach to implement the 2030 Agenda and the SIDS Sustainable Development Agenda”, which is coming to an end in 2021. With the adoption of Agenda 2030 and the SDGs, there has been greater focus on addressing the challenge of development planning and implementation. The last Caribbean Outlook released by ECLAC subregional headquarters for the Caribbean shed light on the issue of continuity and sustainability of national development plans. There have been instances where plans have been abandoned after a change of government. However, the case of Jamaica is a good subregional example of development plans surviving changes in government. While we need to keep advocating for these institutional mechanisms, development plans are at a risk of being abandoned if broad stakeholder investment is lacking. In concluding, he added that comments and feedback are welcomed to bolster the recommendations presented in the main study and indicated that after the study is published, advocacy will continue in the context of mainstreaming SDG implementation in development plans, improving data quality, and promoting monitoring and evaluation frameworks that are supported by evidence.

Annex I**LIST OF PARTICIPANTS****A. Member States****ANTIGUA AND BARBUDA**

- Javier Spencer, Foreign Service Officer, Ministry of Foreign Affairs, Immigration & Trade, email: Javier.Spencer@ab.gov.ag

DOMINICA

- Gloria Joseph, Permanent Secretary, Ministry of Planning and Economic Development, email: psplanning@dominica.gov.dm
- Gerard Jean-Jacques, Chief Development Planner (Ag.), Ministry of Economic Affairs, Planning, Resilience, Sustainable Development, Telecoms & Broadcasting, email: chiefdevplanner@dominica.gov.dm

GRENADA

- Kari Grenade, Macroeconomist, Ministry of Finance, email: kari.grenade@gmail.com

JAMAICA

- Peisha Bryan-Lee, Programme Director, Vision 2030 Secretariat, Planning Institute of Jamaica, email: Peisha_Bryan-Lee@PIOJ.gov.jm

SAINT VINCENT AND THE GRENADINES

- Giselle Myers, Senior Economist, Ministry of Economic Planning, Sustainable Development and Information Technology, email: gmyers@svgcpd.com
- Shineco Sutherland, Economist I, Ministry of Economic Planning, Sustainable Development and Information Technology, email: ssutherland@svgcpd.com
- Janelle Hannaway-Horne, Economist II, Ministry of Economic Planning, Sustainable Development and Information Technology, email: jhannaway@svgcpd.com

TRINIDAD AND TOBAGO

- Camille Spencer, Programme Director, Ministry of Planning and Development, email: Camille.Spencer@planning.gov.tt

B. Associate members**BRITISH VIRGIN ISLANDS**

- Emery Pemberton, Economist, Ministry of Finance, email: EmeryPemberton@gov.vg

C. United Nations Funds and Programmes**United Nations Environment Programme (UNEP)**

- Deirdre Shurland, Policy consultant, email: deirdre.shurland@un.org

D. Secretariat

Economic Commission for Latin America and the Caribbean (ECLAC)

- Cielo Morales, Director, Latin American and Caribbean Institute for Economic and Social Planning (ILPES), email: cielo.morales@cepal.org
- Valeria Torres, Governance and Public Administration Officer, ILPES, email: valeria.torres@un.org

ECLAC subregional headquarters for the Caribbean

- Dillon Alleyne, Deputy Director, email: dillon.alleyne@eclac.org
- Abdullahi Abdulkadri, Coordinator, Statistics and Social Development Unit, email: abdullahi.abdulkadri@eclac.org
- Catarina Camarinhas, Social Affairs Officer, Statistics and Social Development Unit, email: catarina.camarinhas@eclac.org
- Elizabeth Emanuel, consultant, Statistics and Social Development Unit, liz.emanuel@gmail.com
- Wesley Hughes, consultant, Statistics and Social Development Unit, email: weshug@gmail.com
- Ivica Trumbic, consultant, Statistics and Social Development Unit, email: ivica.trumbic@gmail.com
- June Soomer, consultant, Statistics and Social Development Unit, email: june.soomer@gmail.com

Annex II**PROGRAMME**

10.00 – 10.15 a.m.	Opening of the meeting Welcome remarks Dillon Alleyne, Deputy-Director, ECLAC subregional headquarters for the Caribbean
10.15 – 10.35 a.m.	A review of the status of institutional mechanisms for sustainable development planning in the Caribbean Catarina Camarinhas, Social Affairs Officer, ECLAC Ivica Trumbic, Consultant
10.35 – 10.50 a.m.	Case studies: mechanisms for integrated decision-making in the Caribbean Mainstreaming the SDGs into national sustainable development planning (Planning Institute of Jamaica), Peisha Bryan-Lee, Programme Director, Vision 2030 Secretariat, PIOJ Grenada Sustainable Development Institute, Wesley Hughes, Consultant
10.50 – 11.00 a.m.	Resilient Institutions Cielo Morales, Director, Latin American and Caribbean Institute for Economic and Social Planning (ILPES)
11.00 – 11.25 a.m.	Discussion
11:25 – 11.30 a.m.	Conclusions Abdullahi Abdulkadri, Coordinator of the Statistics and Social Development Unit, ECLAC

Annex III**PRESENTATIONS**

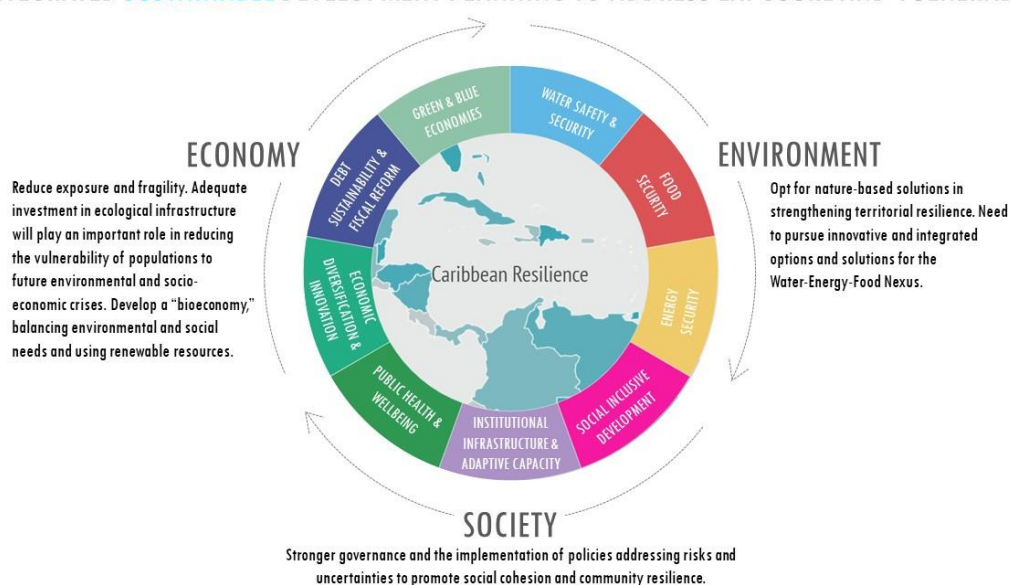
A review of the status of national institutional mechanisms for sustainable development planning in the Caribbean

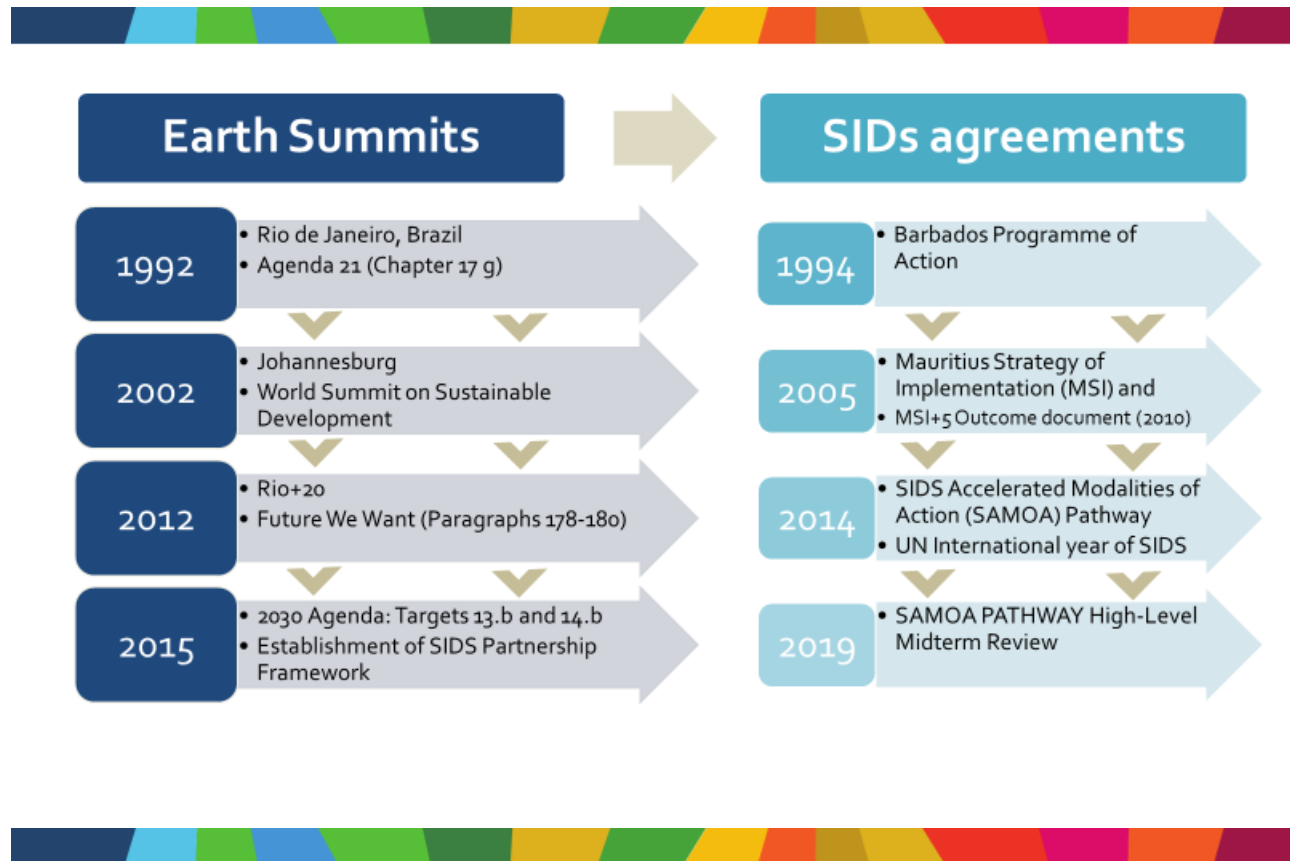
Expert Group Meeting



Catarina Camarinhas
United Nations | ECLAC Subregional Headquarters for the Caribbean
17 November 2021

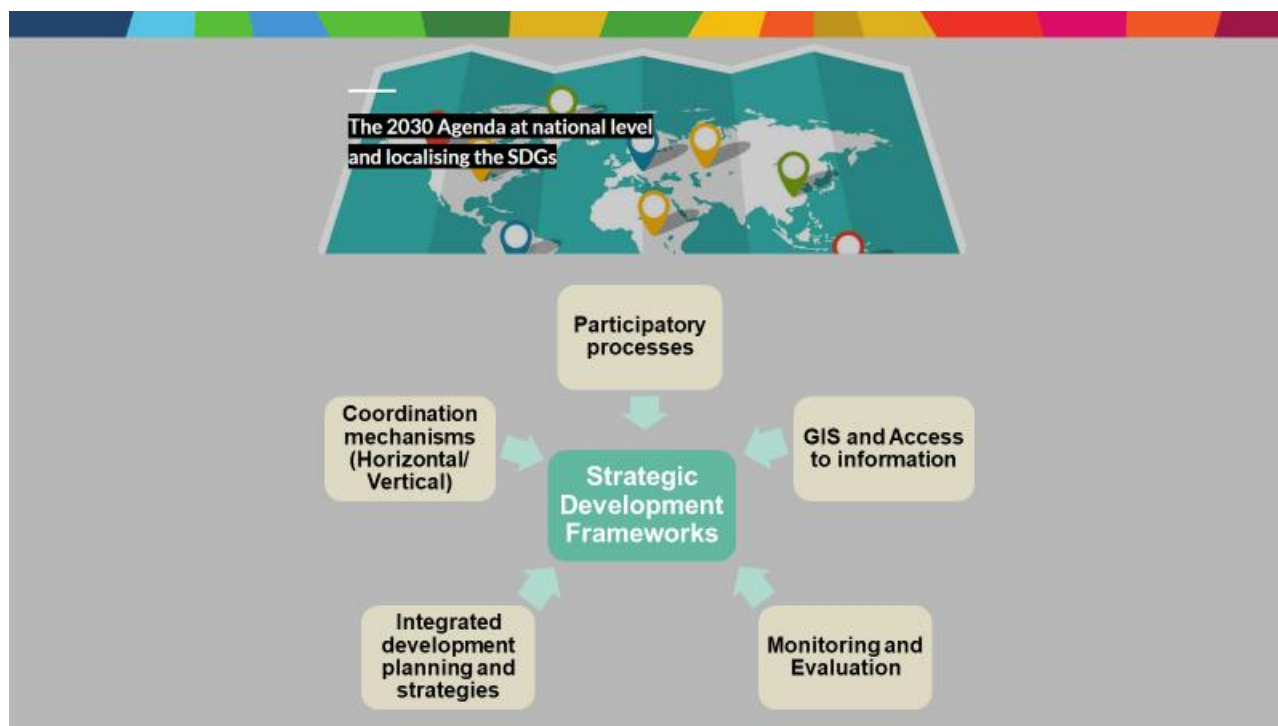
INTEGRATED **SUSTAINABLE** DEVELOPMENT PLANNING TO ADDRESS EXPOSURE AND VULNERABILITY





Policy coherence for sustainable development is an approach to integrating economic, social, environmental and governance dimensions into all phases of domestic and international policy through the involvement of all stakeholders.

Global Policy Frameworks	Regional Policy Frameworks	Integration elements
<ul style="list-style-type: none"> 2030 Agenda for Sustainable Development. Sendai Framework for Disaster Risk Reduction. Paris Agreement SAMOA Pathway New Urban Agenda Biodiversity Agenda 2020-2050, expected to be adopted in Kunming, China, in October 2021 	<ul style="list-style-type: none"> Building more resilient Caribbean states is the unifying theme for the 2014 to 2024 Comprehensive Disaster Management (CDM) Strategy and Results Framework. 	<ul style="list-style-type: none"> Institutionalization of Political Commitment Long-term considerations Horizontal and Vertical coordination Participatory processes Policy linkages Monitoring and reporting for policy coherence Financing for policy coherence
<ul style="list-style-type: none"> Integration of economic, social, and environmental objectives. Nationally owned and country-driven process. Strong political commitment at the national and local levels. Spearheaded by a strong institution. 	<ul style="list-style-type: none"> Need to build resilient economy is recognised. The CDM establishes as one of its seven strategic goals to strengthen "community resilience which has been enhanced for the most vulnerable with gender concerns at all stages and levels". 	<ul style="list-style-type: none"> CDM's Pathway for Resilience promotes capacity to mitigate, prepare, respond, recover and rehabilitate using a more strategically aligned and integrated risk management approach.
Sustainable Development	Resilience	Integrated Development Planning



Caribbean focus countries at a glance: National population, Development Plan and SDG coordination mechanism

	Population	Plan	Temporality	SDG Coordination mechanism		Population	Plan	Temporality	SDG Coordination
ANTIGUA AND BARBUDA	97,929	Medium Term Strategic Development Plan of Antigua and Barbuda (2016-2020)	Medium term	National SDG Committee	JAMAICA	2,961,167	Vision 2030 Jamaica. National Development Plan (NDP)	Long term	The National 2030 Agenda Oversight Committee (NAOC)
BRITISH VIRGIN ISLANDS	30,231	National Sustainable Development Plan (in preparation)	Long term	Not yet established	SAINT LUCIA	183,627	Medium Term Development Strategy 2020 - 2023 of Saint Lucia	Medium term	National Coordinating Mechanism for implementing the 2030 Agenda and the 17 SDGs of St Lucia
DOMINICA	71,986	National Resilience Development Strategy 2030 of Dominica	Long term	Prime Minister's Office. Interim SDG Technical Committee. Ministry of Planning and Economic Development of Dominica.	SAINT VINCENT AND THE GRENADINES	110,940	National Economic and Social Development Plan 2013-2025 of Saint Vincent and the Grenadines	Long term	Office of the Prime Minister
GRENADA	112,523	National Sustainable Development Plan 2020-2035 Grenada	Long term	Sustainable Development Institute of Grenada (in establishment)	TRINIDAD AND TOBAGO	1,399,488	Vision 2030: National Development Strategy of Trinidad and Tobago	Long term	High Level Ministerial Sub-Committee of Cabinet on Vision 2030 and SDGs' of Trinidad and Tobago

Urban Rural

1

Integrated development planning and strategies

move toward integrated systems to enhance diagnosis, foresight and risk-informed planning and improve the management of action-oriented results-based management

All focus countries have or are in the process of establishing their strategic frameworks to facilitate integrated decision-making, following different approaches to mainstream the SDGs, according to their unique situation and resources:

- (i) adoption of national development plans mainstreaming the SDGs, and developing medium-term strategies/plans;
- (ii) adoption of national development plans mainstreaming the SDGs, but without the development of medium-term strategies/plans;
- (iii) adoption of national development plans, but without reviewing them to integrate substantively the SDGs;
- (iv) development of medium-term strategies or plans without the adoption of national development plans; and
- (v) in the process of developing a mid- and/or longterm strategy/plan.



2

Coordination mechanisms (Horizontal/ Vertical)

promote a larger degree of vertical decentralisation and horizontal integration

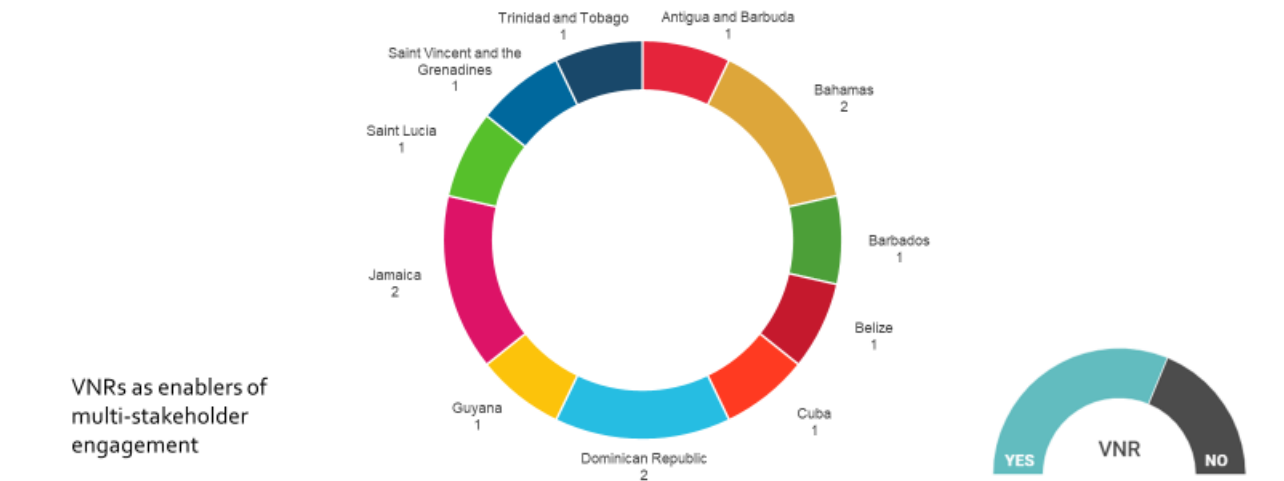
CATEGORIES	EXISTING MECHANISMS	NEWLY CREATED MECHANISMS
INTER-MINISTERIAL ENTITY WITH HEAD OF STATE OR GOVERNMENT LEADERSHIP	DOMINICA SAINT VINCENT AND THE GRENADINES	ANTIGUA AND BARBUDA SAINT LUCIA TRINIDAD AND TOBAGO
MULTI-STAKEHOLDER ENTITY WITH GOVERNMENT LEADERSHIP		JAMAICA
INDEPENDENT ENTITY		GRENADA



3 Participatory processes

important for countries to move in the "ladder of participation", from consultation to effective partnership

Total number of VNR presentations by 2021 (CDCC countries)



4 GIS and Access to information
enhance research, innovation and capacity development for sustainable development planning agencies and GIS units by ensuring the right political, technical, coordination, and budgetary capabilities



Source: CDEMA/MapAction, 24 April 2021.



5

Monitoring and Evaluation

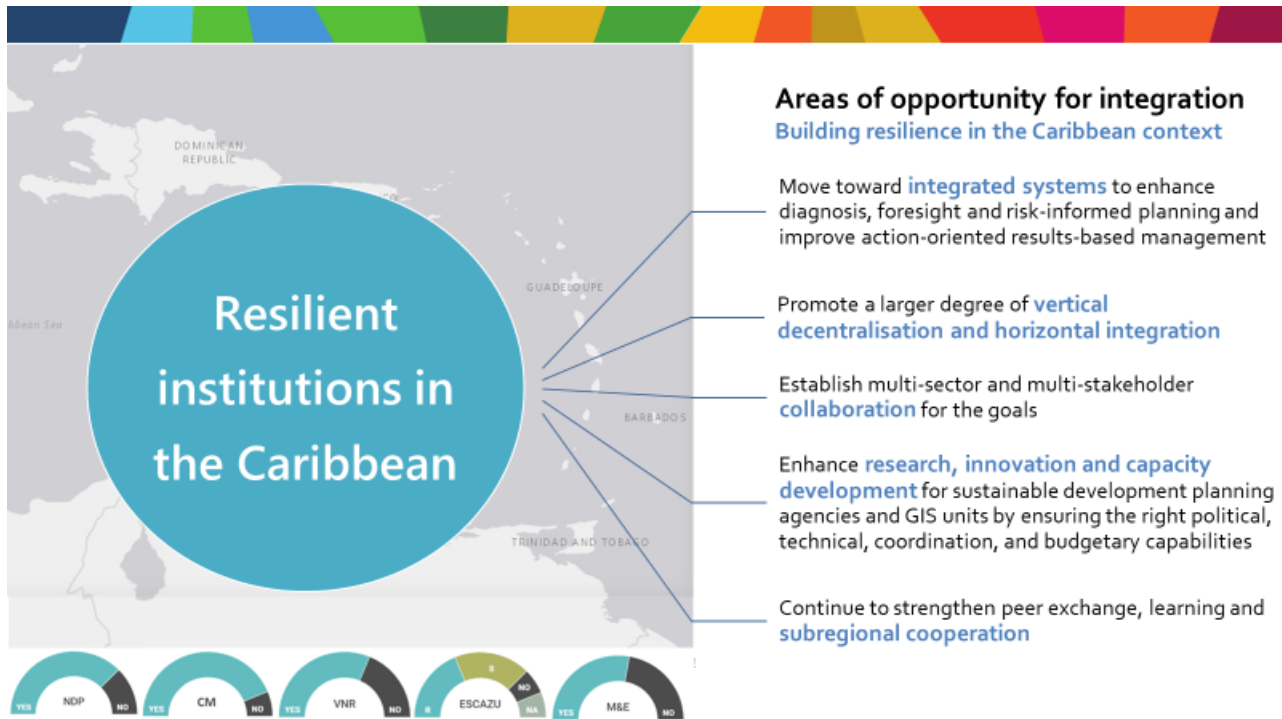
continue to strengthen peer exchange, learning and subregional cooperation

Commonly identified challenges

- lack of standardised definitions, standards, classification
- lack of coordination among MDAs producing official statistics
- lack of dedicated staff and statistical units within the MDAs for the production of statistics.
- scarcity in environmental indicators
- competing priorities for budget

Critical areas for the Caribbean

- full criteria for multidimensional diagnosis
- risk-informed decision-making
- evidence-based policy development: measure progress, relevance, and valuable knowledge to provide feedback into the policy cycle
- policy review, adjustments and quality assurance enables policymakers to focus on building solutions that may be best fit-for-purpose and that may protect those that are often furthest left behind
- mutual accountability





Mainstreaming the SDGs into National Sustainable Development Planning

Vision 2030 Jamaica & the Sustainable Development Goals (SDGs)



**Presented by the Planning Institute of Jamaica
(PIOJ)**

Peisha Bryan-Lee, Programme Director, Vision 2030 Jamaica Secretariat

Virtual Expert Group Meeting on the status of institutional mechanisms for sustainable development planning in the Caribbean

November 17, 2021

How Will Jamaica Achieve the SDGs?

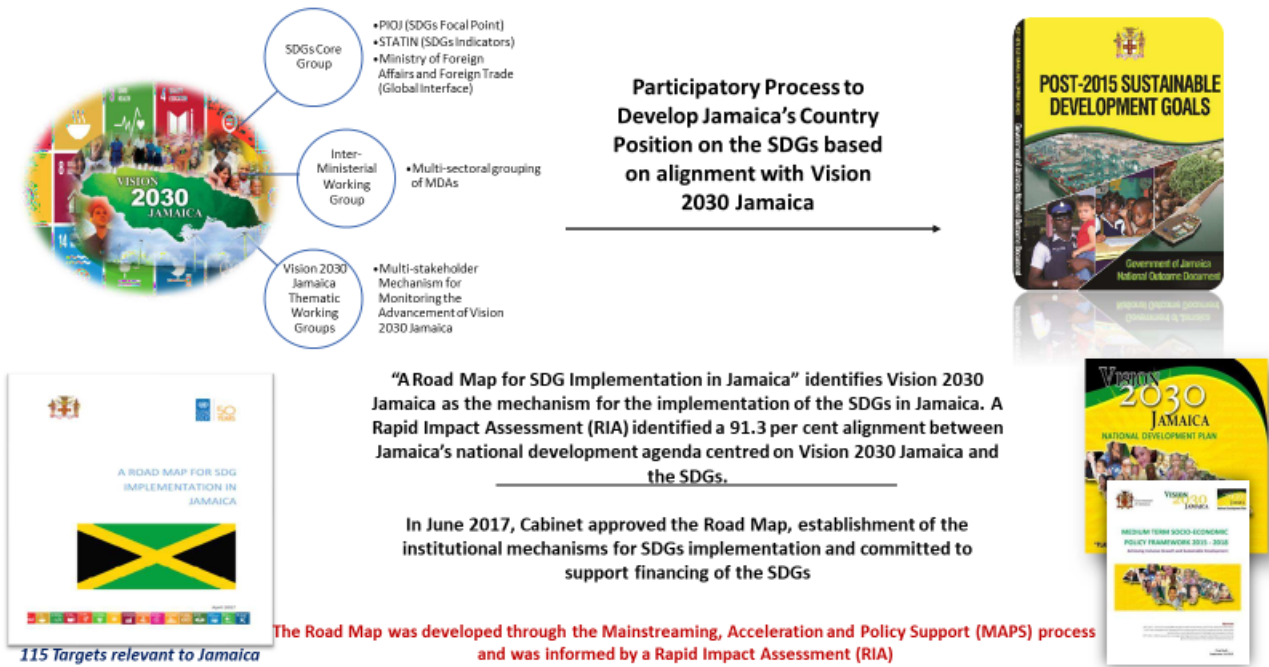
- The SDGs have been integrated in Jamaica's implementation of Vision 2030 Jamaica and the strategic priorities of the country, including the country's priority strategies for achieving growth



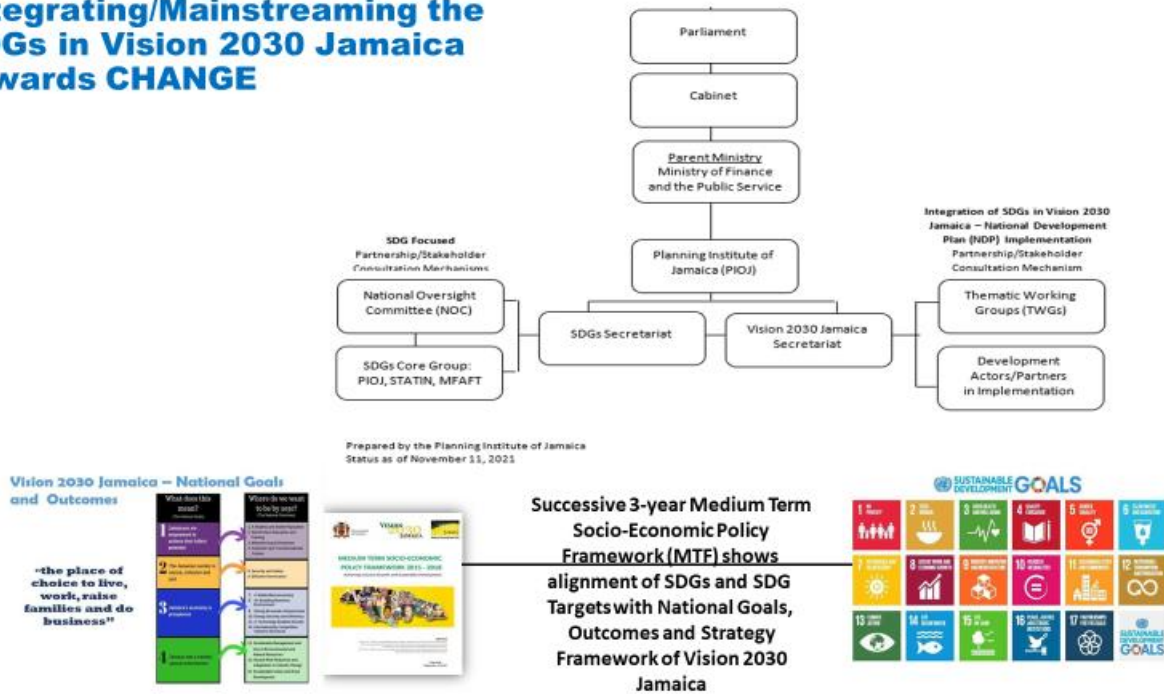
•3-Stage Cycle to Mainstream the SDGs in National Sustainable Development Planning (Vision 2030 Jamaica)



Analysis & Adaptation towards Coherence



Integrating/Mainstreaming the SDGs in Vision 2030 Jamaica towards CHANGE





We are Social!

VISION 2030 JAMAICA
National Development Plan

Facebook [Facebook.com/Vision2030Ja](https://www.facebook.com/Vision2030Ja)

YouTube [YouTube.com/PIOJNDP](https://www.youtube.com/PIOJNDP)

Twitter [Twitter.com/@vision2030_ja](https://twitter.com/@vision2030_ja)

Instagram [Vision2030.jm](https://www.instagram.com/vision2030.jm)

Website www.vision2030.gov.jm

Email ndp@pioj.gov.jm

Resilient institutions for a transformative post-pandemic recovery in Latin America and the Caribbean

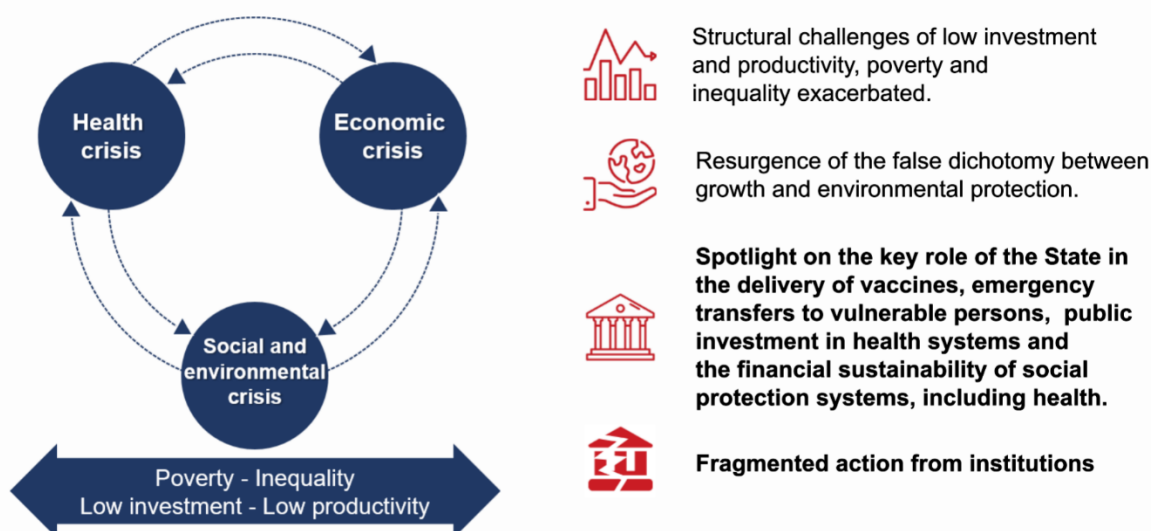
Inputs for discussion
Position paper



Key messages

- The pandemic in the region: a protracted health and social crisis
- The State has played an essential role in the pandemic response and must continue to do so in the transformative recovery.
- The severity and extent of the pandemic have exposed shortcomings in the resilience and quality of our public institutions.
- Public investment must be stepped up in dynamic sectors that generate value and quality employment and reduce the environmental footprint.
- Climate change is a steadily advancing and silent crisis that requires foresight and planning capacities at territorial level.
- An opportunity to build new social compacts based on open government, access to information and receptiveness to wider citizen participation.

A region lacking the tools to address the complexity of the crisis and its links with structural gaps blindsided by the COVID-19 pandemic

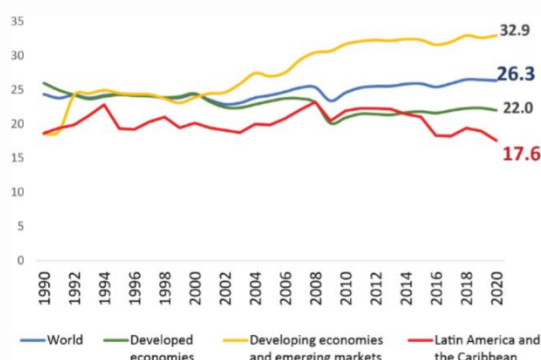


ECLAC

XVIII Meeting of the Regional Council for Planning of the Latin American and Caribbean Institute for Economic and Social Planning (ILPES)

Major gaps in public and private investment reflected in the weakening of public health and education services

Investment as a share of GDP, 1990–2020: a 30-year low
(Current dollars and percentages)



Source: Economic Commission for Latin America and the Caribbean (ECLAC), on the basis of Household Survey Data Bank (BADEHOG).

Boosting public investment would positively affect growth:

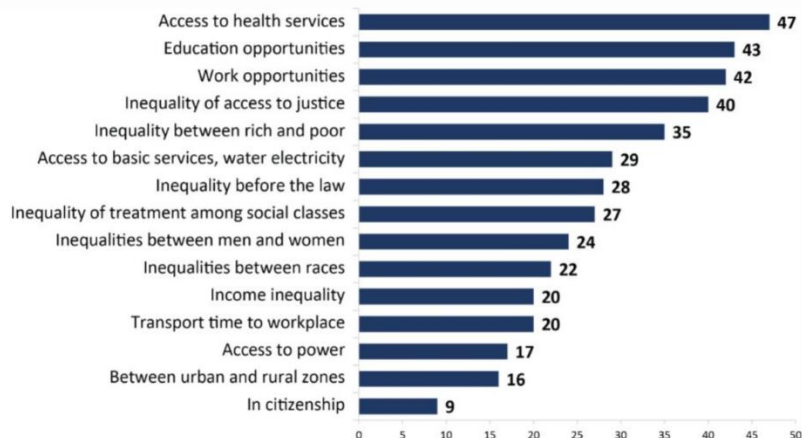
- Fiscal multipliers are higher for public investment than for current primary spending.
- At the bottom of the cycle, higher public investment attracts private investment (crowding-in).
- Public investment in physical and digital infrastructure is vital to act as a catalyst for private investment.

ECLAC

XVIII Meeting of the Regional Council for Planning of the Latin American and Caribbean Institute for Economic and Social Planning (ILPES)

In the eyes of the public, the worst manifestations of inequality in Latin America are in health and education

LATIN AMERICA (18 countries): Map of inequality, 2020



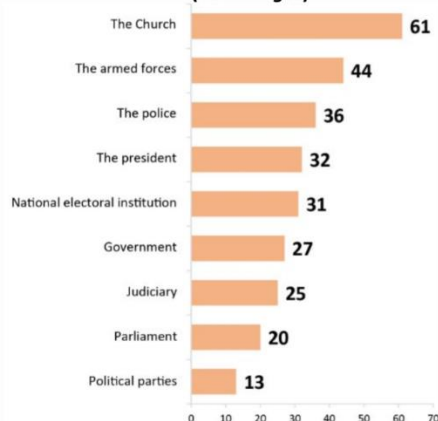
Source: Latinobarómetro 2020.

ECLAC

XVIII Meeting of the Regional Council for Planning of the Latin American and Caribbean Institute for Economic and Social Planning (ILPES)

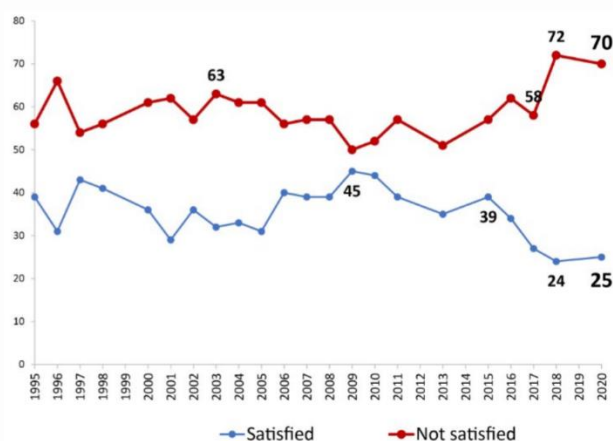
Citizens' deep distrust of institutions persists and undermines support of democracy

Latin America (18 countries): Trust in institutions, 2020
(Percentages)



Source: Latinobarómetro 2020.

Latin America (18 countries): Satisfaction with democracy, 1995–2020



ECLAC

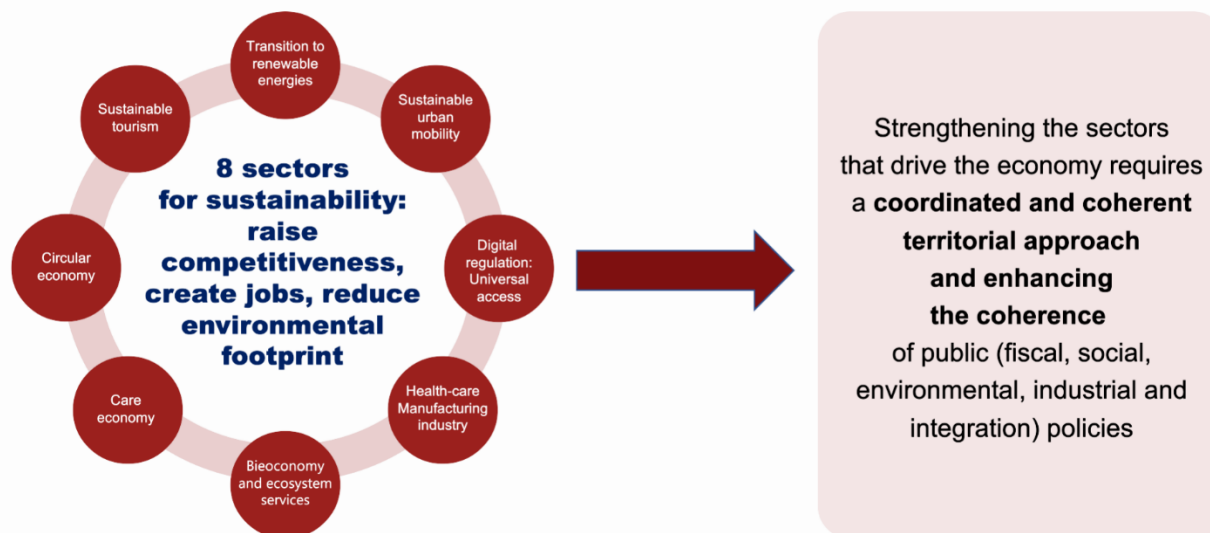
XVIII Meeting of the Regional Council for Planning of the Latin American and Caribbean Institute for Economic and Social Planning (ILPES)



Proposal: build resilient institutions for a transformative recovery, fostering the transition to a development model based on greater equality and sustainability

- Foresight capacities
- Openness, participation and negotiation
- Planning to integrate cross-cutting approaches
- New leadership

The big push for sustainability: eight strategic sectors to boost investment and reduce socioeconomic and gender inequalities

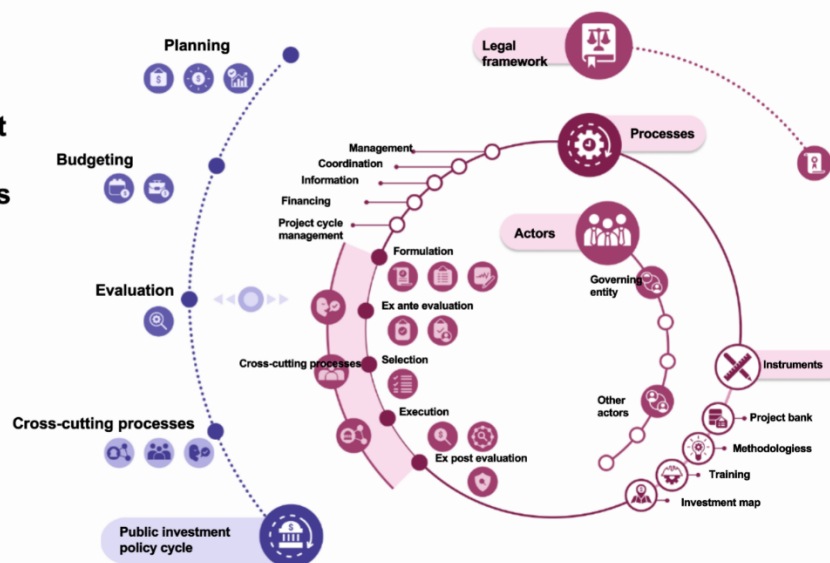


ECLAC

XVIII Meeting of the Regional Council for Planning of the Latin American and Caribbean Institute for Economic and Social Planning (ILPES)

National public investment systems must be strengthened for a transformative recovery with a local and territorial approach

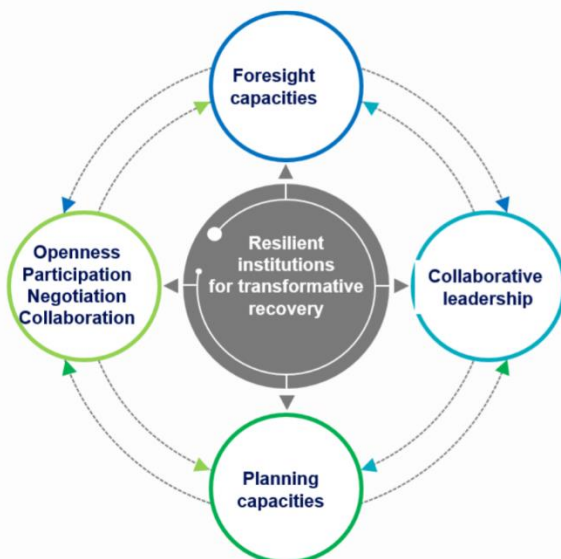
Increase investment by at least 9 percentage points and prioritize investments that incorporate equity, labour inclusion, citizen participation and environmental sustainability.



ECLAC

XVIII Meeting of the Regional Council for Planning of the Latin American and Caribbean Institute for Economic and Social Planning (ILPES)

Transformative recovery based on a big push for sustainability requires institutions with renewed capacities for greater resilience in the face of complex problems



The challenge is **building resilient institutions** that can anticipate, prepare for and respond to a crisis, and also learn and adapt in order to address new adverse events that may arise in the future.

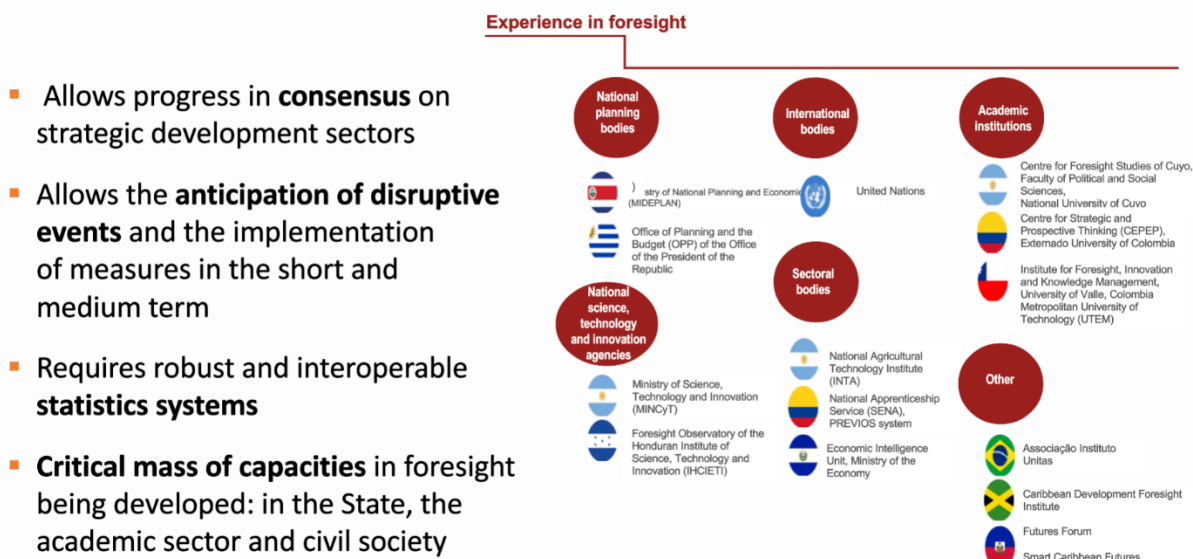
ECLAC

XVIII Meeting of the Regional Council for Planning of the Latin American and Caribbean Institute for Economic and Social Planning (ILPES)



1. Foresight capacities

Foresight is essential for the building and collective ownership of future scenarios that give weight to country visions and State policies

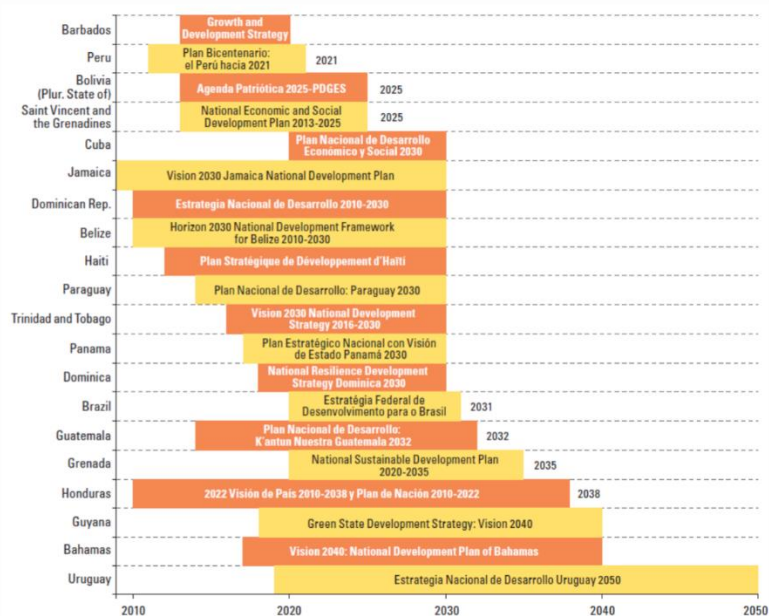


ECLAC

XVIII Meeting of the Regional Council for Planning of the Latin American and Caribbean Institute for Economic and Social Planning (ILPES)

More than half of countries have visions, plans and strategies with time frames ranging from 2030 to 2050

The institutionalization of foresight throughout the State apparatus facilitates anticipatory governance



ECLAC

XVIII Meeting of the Regional Council for Planning of the Latin American and Caribbean Institute for Economic and Social Planning (ILPES)

Foresight and innovation go hand in hand, so it is important to foster partnerships between State institutions and innovation laboratories

Foresight and innovation laboratories are **collaborative learning environments** where current and future needs are identified and sustainable solutions are developed.

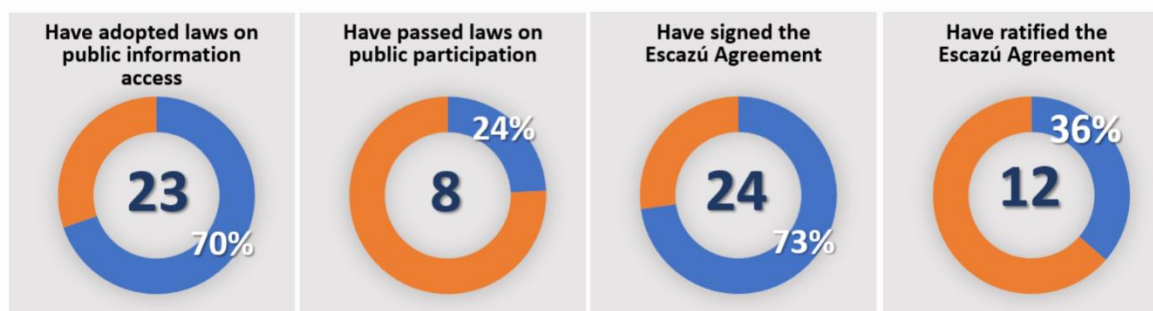
Innovation is key because of the use of inputs such as platforms, methods, techniques, tools and software.



2. Capacities for dialogue, participation and negotiation

Participation and access to information strengthen trust in State decisions

Among 33 Latin America and the Caribbean countries:



Source: Economic Commission for Latin America and the Caribbean (ECLAC), on the basis of Regional Observatory on Planning for Development in Latin America and the Caribbean and Observatory on Principle 10 in Latin America and the Caribbean.

Advancing towards an open State after a decade of progress strengthens participation, transparency and accountability

FOUR COMPONENTS OF OPEN GOVERNMENT

- 1 Public information access
- 2 Public integrity and accountability
- 3 Participation and collaboration among actors
- 4 Strengthening of institutional capacities

TRENDS IN COMMITMENTS OF RECENT ACTION PLANS

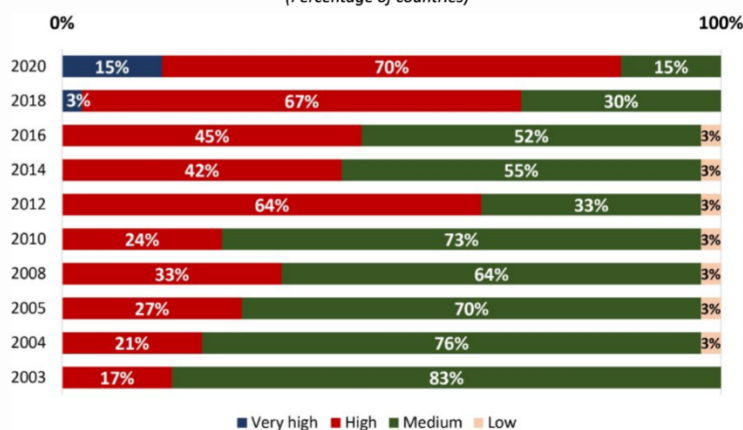
- **Open State (legislative branch, judicial branch)**
 - e.g.: Argentina, Costa Rica, Chile, Colombia, Honduras
- **Inclusion and the gender perspective**
 - e.g.: Argentina, Brazil, Colombia, Mexico, Uruguay
- **Environment/climate change**
 - e.g.: Costa Rica, Ecuador, El Salvador, Panamá

Source: Economic Commission for Latin America and the Caribbean (ECLAC), updated to 2021

Digital government allows access to information and services, brings public management closer to citizens and fosters collaboration between State institutions

Despite significant progress in the past decades, gaps between countries and between rural and urban areas remain.

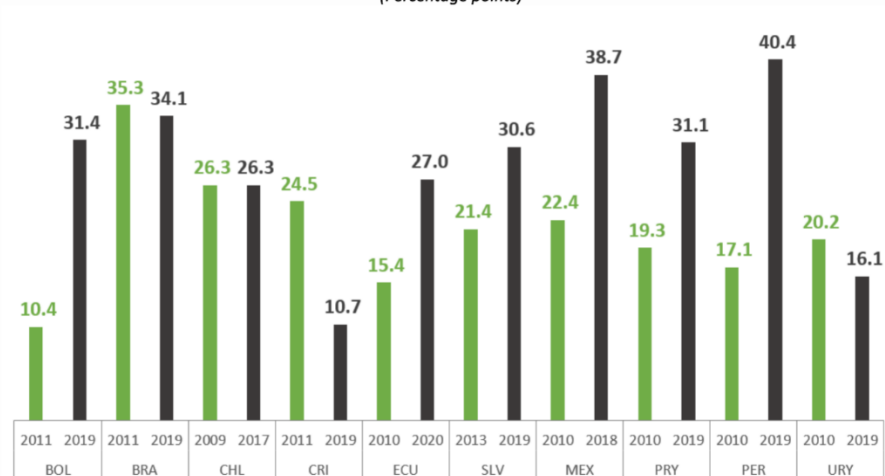
Latin America and the Caribbean (33 countries): countries having reached each level of the United Nations E-government Development Index, 2003–2020
(Percentage of countries)



Source: Economic Commission for Latin America and the Caribbean (ECLAC), on the basis of United Nations, E-Government Survey, 2003–2020.

Reducing the digital divide between urban and rural areas opens up access to health and education services and government aid

Urban-rural divide: 67% of urban households with Internet connection compared to 23% of rural households
(Percentage points)



Source: ECLAC Regional Broadband Observatory (ORBA).

The ability to negotiate and build pacts: it requires the virtuous coexistence of governmental and social capacities of empathy and dialogue to build pacts to construct resilient territories



Local leadership that inspires trust, and contributes to resolving the conflicts or tensions that usually emerge in the course of collaborative activities.



Attention to the needs and aspirations of the different local actors. Strengthening the participation of local communities and indigenous peoples is essential for this.



A collaborative model of local governance that, when solving public problems, forges partnerships with the private sector, academia and civil society.



Systems for collecting and disseminating information related to potential local emergencies must also take account of local knowledge.



3. Planning capabilities to integrate cross-cutting approaches

- Gender
- Territory
- Climate action

Making planning exercises gender-sensitive is vital to gender mainstreaming in all areas of public administration



Source: Regional Observatory on Planning for Development in Latin America and the Caribbean.

- **84.4% of the countries of the region** have included gender equality targets in their medium- and long-term planning instruments.
- **However, 70.4% have at least 6 targets linked to SDG 5. Just 7.4% have more than 10 targets linked to SDG 5.**
- **The goal of gender equality must be integrated in the country's development planning.**
- **The challenge is to design and apply planning instruments that mainstream gender in all the core and strategic areas of a country's development.**

The territorial approach in plans and policy links sectors and forms connections with local communities' priorities

- Territorial policies require **coordination** in their design, dialogue and an intersectoral, multilevel, multi-stakeholder and long-term approach.
- A **policy ecosystem** requires an **institutional framework** with linkages among **different sectors and levels of government**, with a **long-term approach** to achieve a greater impact on the populations of territories.

EXAMPLES:



Costa Rica
National land use policy



Bolivia
Comprehensive state planning system



Dominican Republic
Regional plan for land use and territorial development

Mitigation of climate change and adaptation takes place somewhere, and both require planning to respond to future crises

Climate action is present in mid to long term planning in most countries of the region.

The term “**resilience**” appears in national planning instruments in **relation to thematic areas, but not institutions**



Source: Regional Observatory on Planning for Development

Source: Economic Commission for Latin America and the Caribbean (ECLAC).
 Note: for the word cloud for the term "resilience", 12 of the 15 national long-term planning instruments of the countries of Latin America and the Caribbean were used, to analyse frequency. The result is for reference purposes.

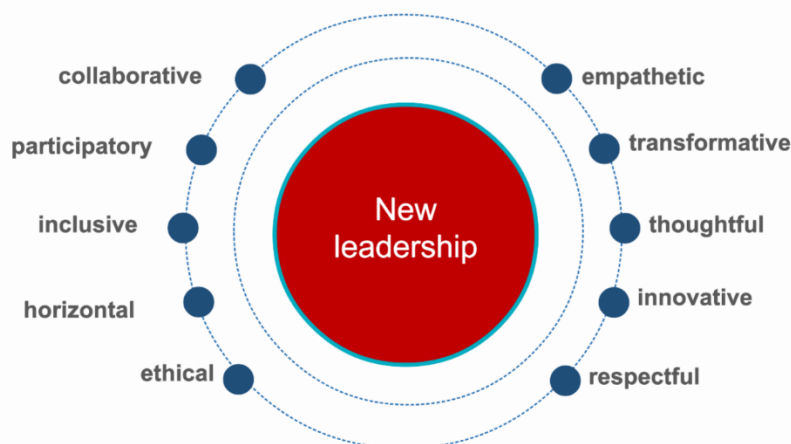
ECLAC

XVIII Meeting of the Regional Council for Planning of the Latin American and Caribbean Institute for Economic and Social Planning (ILPES)



4. New leadership for a transformative recovery

New forms of leadership are needed, to link the territorial development activities of stakeholders and the State



Better public institutions, focused on serving citizens

	Old public administration	New public management	New public service
Conception of public interest	Politically defined and expressed in law	Aggregation of individual interests	Dialogue about shared values
To whom are public servants responsive?	Clients and constituents	Customers	Citizens
Role of government	A "rowing" role, focused on politically defined objective	A "steering" role, acting as a catalyst for market forces	A "serving" role, negotiating and brokering interests among citizens
Mechanisms for achieving policy objectives	Administering programmes through government agencies	Creating mechanisms and incentives through private and non-profit agencies	Building coalitions of public, private and non-profit agencies
Assumed organizational structure	Bureaucratic, based on authority and control of clients	Decentralized, with primary control within agencies	Collaborative, with shared leadership

Source: Economic Commission for Latin America and the Caribbean (ECLAC), on the basis of R. Denhardt and J. Denhardt, "The New Public Service: Serving Rather than Steering", *Public Administration Review*, vol. 60, No. 6.

The pandemic has drawn attention to the irreplaceable role of the State as representative of the public interest at all territorial levels

A transformative recovery requires public institutions:

- That are more **resilient**, which can anticipate, prepare, respond, adapt and transform in a context of uncertainty with more complex development challenges.
- With **foresight and planning capacities** to strengthen anticipatory governance, mainstream gender equality and climate action, with a territorial approach.
- With **fresh public administration skills** to formulate comprehensive policies that reflect the urgent need for a change in the pattern of development, by channelling **public and private investments** into eight strategic innovative knowledge-based sectors, as part of a big push for sustainability, as proposed by ECLAC.
- That **inspire trust through participatory and collaborative leadership** that is more open, consultative, transparent and accountable, and which pursues political pacts that link all development stakeholders in a territory.

Breaking paradigms to rethink planning, foresight and the territorial dimension and face the complexities of our era:

We are not facing an era of change, but a change of era

“Our world has never been more threatened. Or more divided. We face the greatest cascade of crises in our lifetimes. The COVID-19 pandemic has supersized glaring inequalities. The climate crisis is pummeling the planet. [...] A surge of mistrust and misinformation is polarizing people and paralyzing societies. [...] Solidarity is missing in action —just when we need it most.

[...] We face a moment of truth. Now is the time to deliver. Now is the time to restore trust. Now is the time to inspire hope. And I do have hope.

[...] Let us restore trust. Let us inspire hope. And let us start right now.”

António Guterres, September 2021



Thank you very much



XVIII
Meeting of the Regional Council for
Planning of the Latin American and
Caribbean Institute for Economic
and Social Planning (ILPES)
Virtual meeting, 19–21 October 2021

Follow us on:



<https://www.cepal.org/en>



https://twitter.com/eclac_un



<https://www.facebook.com/eclac>



<https://www.youtube.com/user/ECLACUN>



<https://www.flickr.com/photos/eclac>



Economic Commission for Latin America and the Caribbean (ECLAC)
Comisión Económica para América Latina y el Caribe (CEPAL)
www.eclac.org